ANNUAL REPORT 2012-13

FIRE AND EMERGENCY SERVICES – NEWFOUNDLAND AND LABRADOR

TABLE OF CONTENTS

Contents

Message from the Minister 1

Overview 2

Lines of Business 3

Agency Vision, Mandate and Mission 8

Shared Commitments 10

Highlights and Accomplishments 13

Report on Performance 16

Opportunities and Challenges Ahead 22

Financial Statements 23

Contact Information 25

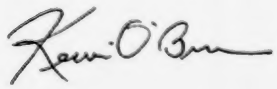
Message from the Minister

I am pleased to present the Annual Report of Fire and Emergency Services – Newfoundland and Labrador for fiscal year ending March 31, 2013. This report was prepared under my direction, in accordance with the Transparency and Accountability Act. As Minister Responsible, I am accountable for the results reported within.

Fire and Emergency Services – Newfoundland and Labrador (FES-NL) envisions a comprehensive, integrated program of mitigation, emergency preparedness, response and recovery for emergencies and disasters of any kind. The agency provides awareness and education, certification and training within both the provincial fire service and emergency response sectors.

Throughout this reporting period, FES-NL continued to make progress on a number of key priority areas in an effort to develop a more robust system of emergency management in Newfoundland and Labrador. In 2012-13, FES-NL made further advances in the area of emergency management planning, particularly among local, regional, and provincial planning efforts. Further gains were made this year with respect to the fire department assessment process and engagements and training efforts with emergency management and fire protection stakeholders, in addition to first responders and front-line staff. FES-NL continues to witness the growth of public awareness for the need for everyone, individuals and organizations alike, to 'be prepared' for emergencies and adverse events of all types. We continue to be assisted by our partners and local governments throughout the province in this pursuit.

This report provides an overview of the key results and financial information for the 2012-13 fiscal year. These results continue to illustrate the unwavering dedication and commitment of our employees across the province. I would like to thank all involved for their continued commitment towards enhancing emergency management and fire protection capabilities throughout Newfoundland and Labrador.



KEVIN O'BRIEN
Minister

Overview

Fire and Emergency Services-Newfoundland and Labrador (FES-NL) is tasked with the implementation of an emergency management strategy designed to develop and maintain a modern and robust emergency management system in the province, in collaboration with agency partners and stakeholders, in planning against, preparing for, responding to and recovering from emergencies, disasters and fires.

FES-NL is primarily responsible for both the provision of emergency preparedness and emergency response, planning, and training, and for a leadership role in the coordination and/or delivery of fire protection and fire prevention services throughout the province. In addition the agency is responsible for the development and maintenance of both a business continuity plan for the Government of Newfoundland and Labrador and an emergency management plan for the Province.

FES-NL's primary clients include any person, group or organization served by or using its programs and services who are the principal beneficiaries of its lines of business. These clients include the following: citizens and families; local governments; fire departments and firefighters; first responders; police agencies; individuals impacted by fires, emergencies and disasters; government departments and agencies and the private sector.

By the end of fiscal year 2013, FES-NL had a staff complement of 25; 14 females and 11 males. It is headquartered in St. John's (17 staff) and operates regional offices in Clarenville (1 staff), Grand Falls-Windsor (2 staff), Deer Lake (4 staff) and Happy Valley-Goose Bay, Labrador (1 staff).

Fiscal year 2013 witnessed the continuation of funding related specifically to Executive Support, Fire Services, Emergency Services, Joint Emergency Preparedness Program (JEPP), Disaster Assistance, and Fire Protection Infrastructure.

Current expenditures in this reporting period were $3,749,183 and were associated with Executive Support, Fire Services, Emergency Services and JEPP. Capital costs were $6,286,198 and were associated with Disaster Financial Assistance Arrangements (DFAA) under Disaster Assistance and Fire Protection Infrastructure. Fire and emergency services projects approved under JEPP were cost-shared 50/50 between approved groups and the provincial government, with the Province's 50 per cent share recoverable from the federal government; this federal program concluded this fiscal year and is no longer available. Provincial expenditures related to DFAA may be eligible for partial federal government reimbursement, up to 90 per cent as per the DFAA cost-shared ratio. For detailed financial information for the fiscal year ending March 31, 2013, please see page 23-24, Financial Statements.

Lines of Business

In fulfilling its mandate, FES-NL delivered the following distinct lines of business which encompass a wide variety of programs and services. Please note, some programs and services identified below may be subject to an application process, eligibility requirements, a request, or subject to the availability of resources. For further information, please contact FES-NL at 709-729-3703 or 709-729-1608.

AWARENESS, EDUCATION, TRAINING AND CERTIFICATION

FES-NL is the agency within the provincial public service that promotes awareness and provides education, training and certification services to the general public, emergency responders and the fire service. The agency assists individuals, communities and governments with the means and knowledge required to prepare themselves for and respond to a future disaster or emergency (emergency preparedness), and delivers various fire safety and public education programs.

With regards to the fire service in the province, FES-NL conducts fire services training, certification and testing. Some of its training standards are developed and set by the agency itself while others are adopted from national standards. FES-NL also provides training and education programs such as Basic Emergency Management (BEM), Emergency Operations Center Management (EOCM), and Public Information Officer (PIO) training for emergency response personnel. FES-NL also works with a variety of external partners to provide advanced accredited fire and emergency management training.

FIRE SERVICES, EMERGENCY MANAGEMENT AND SUPPORT SERVICES

FES-NL fulfills a number of planning, response, recovery and support functions under its fire/emergency management and support services line of business. As with the previous line of business, it assists individuals, communities, private sector and governments with the means and knowledge required to prepare themselves for and respond to a disaster or emergency. It may also assist in the management of an emergency or disaster in partnership with the affected area. FES-NL also manages and/or supports any large scale emergency or disaster and coordinates the activities and operations of all first responders/service providers; this includes the coordination of multi-disciplinary and multi-jurisdictional response.

FES-NL is responsible for the planning/implementation of the federal provincial Joint Emergency Preparedness Program (JEPP) which may provide certain financial assistance for emergency preparedness and other resources to respond to emergencies. It is administered on behalf of Canada and has an eligibility requirement. The Federal Government decided that the fiscal year 2012-13 would be the final year for this program and is therefore no longer available.

FES-NL may also provide financial assistance for the restoration of property, land and buildings to pre-disaster state in the event of a disaster. Expenditures may be recovered by the Province under the federal Disaster Financial Assistance Arrangements program (DFAA). Under DFAA, Canada provides financial assistance to provinces and territories when the cost of dealing with a disaster places an undue burden on the provincial economy; funds are received through an application and the claim process is administered by the Province and subject to federal eligibility requirements and federal audit.

FES-NL delivers an Emergency Air Services Program which assists police forces when requested, in search and rescue activities for lost and missing persons. It also utilizes air services to conduct training, for ground search and rescue, and to conduct flood assessment.

The agency is a source of advice for fire departments on organizational, technical or tactical issues. The agency also provides funding for municipal firefighting equipment and firefighting vehicles under the Firefighting Equipment Financial Assistance and the Fire Protection Infrastructure (firefighting vehicles) programs. These programs are application driven and follow an assessment process to assist municipalities in acquiring necessary firefighting resources.

FES-NL distributes long service awards to firefighters and administers the Firefighter Licence Plate Program. All volunteer, career, and retired firefighters across the province, which meet eligibility requirements, are eligible to apply for a firefighter licence plate from Motor Vehicle Registration. This specialty licence plate acknowledges that a vehicle is registered to a firefighter.

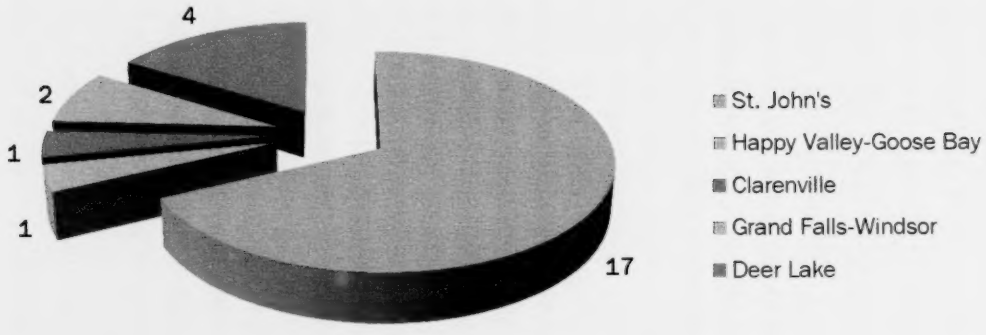
FES-NL provides facilitative and support services to Provincial Government departments and agencies for the maintenance of business continuity plans (BCP) and is continuing to assist those government departments and agencies involved in the BCP process to move from plan development to the establishment of a BCP program for the Government of Newfoundland and Labrador.

REGULATION, ENFORCEMENT AND REPORTING

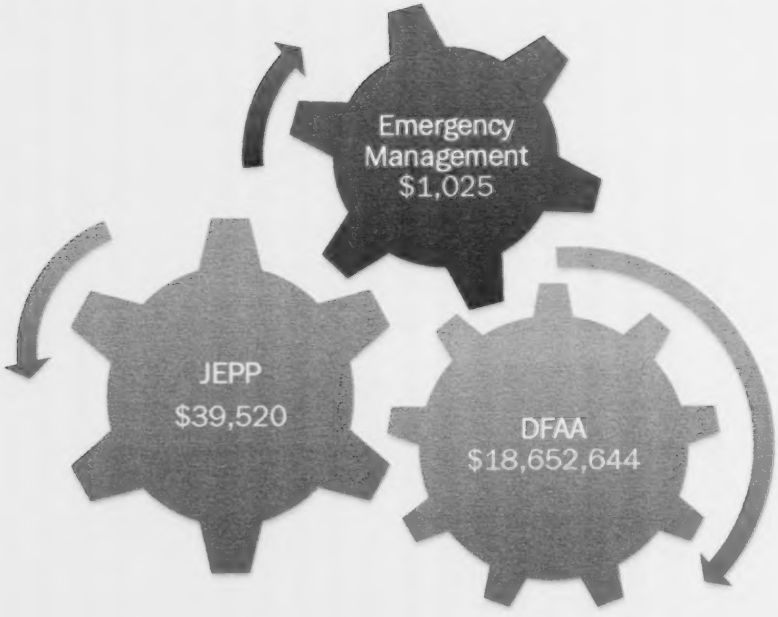
FES-NL performs a number of assessment, inspection, investigation, report and permit functions in the delivery of the regulation, enforcement and reporting line of business to ensure fire protection and life safety. Examples include compiling the provincial fire loss statistics and annual fire loss report, conducting fire investigations, conducting fire prevention and life safety inspections, fulfilling the legislated responsibility for fire protection services assessment and issuing a variety of permits and orders such as a permit to service fire protection equipment or building capacity orders. Furthermore, when a municipal council, local service district, or region has developed an emergency management plan and has approved it in principle, the plan must be submitted to the Director of Emergency Services for approval prior to adoption by that municipality, local service district, or region.

LINES OF BUSINESS

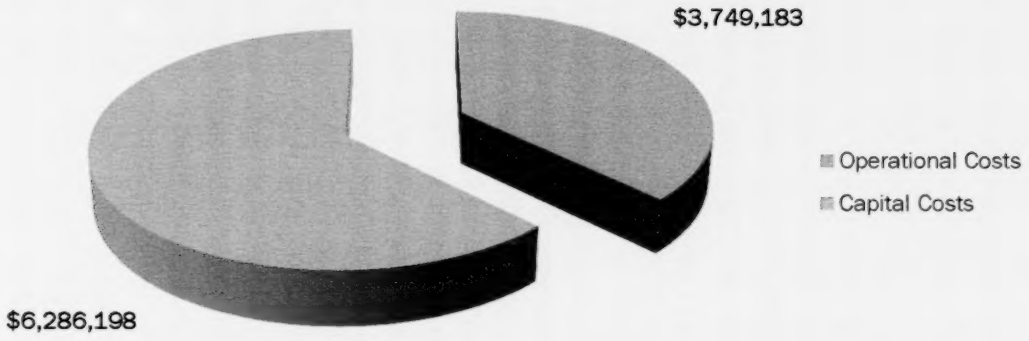
2012-13 STAFF DISTRIBUTION



2012-13 REVENUES



2012-13 EXPENDITURES



OTHER KEY STATISTICS

FES-NL's Fire Service Report Management System (FSRMS) has the ability to record and report the number of fire department incident responses and fire loss statistics for Newfoundland and Labrador after fire departments supply that information to FES-NL. As of June 1, 2012, the new *Fire Protection Services Act* requires municipal fire protection services to report fire losses to the Fire Commissioner. FES-NL is working with the Office of the Chief Information Officer (OCIO) to develop an online reporting system to assist fire departments in the timely reporting of incident reports.

The following fire fatality statistics represent fire deaths in this province in the calendar year 2012; this is consistent with the reporting period utilized by the Canadian Council of Fire Marshals and Fire Commissioners.

INCIDENT LOCATION	FIRE CAUSE	DATE	FATALITY
De Mille Lake, Labrador	Undetermined	March 31, 2012	1 Male
Clarke's Beach	Undetermined	April 18, 2012	1 Female
Coley's Point, Bay Roberts	Accidental	November 21, 2012	1 Male 1 Female
		Total	**4**

**Please note: NFPA 921 Guide for Fire and Explosive Investigations section 19.2.1.4 states that whenever the cause of a fire cannot be proven to an acceptable level of certainty, the correct classification is "undetermined".*

The information above remains consistent with the number of fire fatalities when reviewed for the last 10 years. For further information, please see the following chart for fire fatalities over the last 10 calendar years (M=Male, F=Female, C=Child):

2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
M-4	M-1	M-2	M-2	M-1	M-4	M-2	M-6	M-2	M-2
F-0	F-0	F-2	F-1	F-0	F-4	F-0	F-1	F-4	F-2
C-0	C-0	C-0	C-0	C-0	C-7	C-0	C-4	C-0	C-0
4	1	4	2	1	15	2	11	6	4

Agency Vision, Mandate and Mission

VISION

The Vision of FES-NL is a province where citizens, communities, partners and governments are prepared to deal with, respond to and recover from fire, emergencies, and disasters to protect the province's people, environment and property.

MANDATE

The Emergency Services Act was proclaimed on May 1, 2009. Section 3.(1) established FES-NL. The mandate of FES-NL is to develop and maintain a fire and emergency management system in Newfoundland and Labrador to mitigate against, prepare for, respond to and recover from fires and other emergencies. The Act further mandates FES-NL to develop and maintain a business continuity plan for the government of the province and an emergency management plan for the province (Section 4.(1) of the Emergency Services Act refers). The Act further states in section 3.(2) that the agency has and shall exercise those powers and duties vested in the Fire Protection Services Act.

MISSION

The Mission statement identifies the priority focus of the Minister over the next two business planning cycles: 2011-2014 and 2014-2017. In Budget 2007, government created FES-NL to help achieve progress towards its vision of a province better prepared to deal with a variety of emergencies, disasters and fires with the mission at that time to work towards the creation of a modern and robust fire and emergency management system. At this point in FES-NL's evolution, FES-NL will work toward enhancing the development of a modern and robust emergency management system, building on the work it achieved from its Business Plan 2008-2011. The current Mission remains consistent with the Provincial Government's strategic direction of improved emergency preparedness for all and reflects the key longer-term result that the agency will be working towards. Emergency preparedness is the foundation to the development of a modern and robust emergency management system. Improving capacity for emergency preparedness is everyone's business – individuals, communities, organizations, businesses, governments, etc. In Newfoundland and Labrador, the fire protection services force is the backbone of our emergency management system – firefighters from municipal fire protection services are often the very first responders to emergencies of all types. However, firefighters are one of many involved in emergency preparedness and response activities. There are many clients and stakeholders that need to be better prepared and one of the ways that this can be achieved is to improve communication of all those involved in the emergency management field. Lastly, in an effort to develop and maintain a modern and robust emergency management system, Government assumed a legislative obligation to develop both a Business Continuity Plan and a Provincial Emergency Management Plan for the Province of Newfoundland and Labrador.

Mission: By March 31, 2017, FES-NL will have further enhanced the development of a modern and robust fire and emergency management system.

Measure: Modern and robust fire and emergency management system is enhanced

Indicators:

- Improved capacity for emergency preparedness
- Improved capacity for fire protection services
- Client and stakeholder communication is improved
- Business Continuity Plan is maintained and exercised
- Provincial Emergency Management Plan is developed

Shared Commitments

Shared commitments represent activities within the scope of FES-NL's day-to-day operations which could not be achieved without the participation and cooperation of both internal and external partners. Partners of FES-NL include all stakeholders in the fire and emergency services field including local governments, fire departments, first responders, critical infrastructure providers, various Federal and Provincial Government departments and agencies, police agencies, the private sector and many non-governmental organizations found in Newfoundland and Labrador. Furthermore, FES-NL's shared commitments with these partners are linked to the Provincial Government's strategic direction of improving emergency preparedness for all citizens and communities in Newfoundland and Labrador.

Emergency Management and Fire Protection are by definition areas of shared responsibility. Only through the shared commitment of individuals, governments, and non-governmental organizations can FES-NL deliver on its mandate to develop and maintain a fire and emergency management system in Newfoundland and Labrador to mitigate against, prepare for, respond to and recover from fires and other emergencies.

In developing and supporting these essential partnerships, FES-NL continued to focus on four key areas in 2012-13 in which it shares commitments with its clients, partners and stakeholders - emergency planning, training, exercising and equipment acquisition. Efforts in these areas demonstrate progress in comprehensive planning, and policy and program development, key components of Government's strategic direction to improve emergency preparedness for all citizens and communities in the province.

In October, FES-NL partnered with the Insurance Bureau of Canada (IBC) and the Newfoundland and Labrador Association of Fire Services (NLAFS) for the first phase of a grass-roots public education campaign, the Alarmed and Ready NL Challenge. Through this partnership, IBC committed to providing NLAFS with a total of $30,000 in two phased installments to purchase smoke alarms and batteries to be distributed to fire departments that applied to be part of the campaign. FES-NL undertook to commit $10,000 to promote the campaign and distribute the supplies throughout the province. This initiative supports the communications and public education efforts of the Provincial Government helping to advance the overall strategic direction of improving emergency preparedness. The intent of the Alarmed and Ready NL Challenge was to complement the new *Fire Protection Services Regulations* which were published in June 2012, and which contained a new mandatory requirement to have smoke alarms in all homes, cottages and cabins in the province as per the National Building Code of Canada (NBCC). The NBCC calls for alarms on each level and in each sleeping area. Fire departments were invited to apply to receive an allotment of free smoke alarms and batteries intended to be part of a door-to-door fire department campaign to inform residents of the importance of these life-saving devices. The campaign aims to educate residents of their responsibility and to help spread the message that 'smoke alarms save lives.' The 2012-13 fiscal year saw the first phase of the program well-received by Newfoundland and Labrador fire departments, with approximately 45 fire departments availing of the supplies. In 2013-14, FES-NL will

see the beginning of phase two of the Alarmed and Ready NL Challenge, which is anticipated to see a further 40 to 50 fire departments participate.

Since May 2009 when the *Emergency Services Act* was proclaimed, FES-NL has pursued an aggressive planning agenda in partnership with local governments and emergency service providers throughout Newfoundland and Labrador. By the end of March 2013, over 96 per cent of the province's population was either covered by an emergency management plan, or their community had initiated the planning process. Furthermore, FES-NL posted the Provincial Emergency Management Plan on FES-NL's website and created a Provincial Emergency Management Planning (PEMP) Committee. Since the establishment of the PEMP, attention has been given to emergency exercise opportunities that will help validate the PEMP and also allow for GNL departments and agencies to test their roles and responsibilities through the involvement of their staff in such activities. In February 2013, a joint PEMP/BCP table top exercise was conducted to further explore emergency management mitigation, preparedness, response and recovery issues. Additional emergency management exercise opportunities will be provided in the upcoming year.

Western Newfoundland also saw the development of a Western Emergency Management Planning Committee, which is a spin-off from the PEMP committee. Membership is comprised of representatives of government departments/agencies located on the west coast of the province, RNC, RCMP, Western Health and Labrador Grenfell Health. The group agreed to meet twice annually to address emergency management issues in their region. At every second meeting the group will take part in a table top exercise that will validate a component from one of the emergency management plans of the participating groups on a rotational basis. A terms of reference has been developed and will be used to support the startup of similar committees in other regions.

With a limited number of staff, FES-NL recognizes the value of maintaining a core group of trained, equipped and geographically dispersed individuals specializing in emergency response and fire protection services. One of the key mechanisms FES-NL continues to use to strengthen on the ground capacity was to deliver, in partnership with municipalities and emergency service providers, two Fire and Emergency Services Training Schools, one in Marystown and the other in Gander. Cumulatively, these two schools resulted in 472 participants representing 152 organizations participating in a variety of fire and emergency management training workshops encompassing 677 instructional hours of training delivery.

This past year, FES-NL became an active member of the Incident Command System (ICS) Canada Working Group. The goal of this working group is to put forward a standard national ICS training program that will be delivered within provinces and territories to all emergency management stakeholders. ICS is a universally recognized approach to managing response and recoveries efforts and activities during emergencies. Utilizing the ICS model allows for uniformity in emergency communications systems and information exchange amongst emergency responders, and establishes common command and control approaches.

FES-NL continued to work with communities and emergency management partners to exercise existing emergency management plans. Exercising emergency management plans allows for validating these plans, revising where appropriate, and continuing partnerships amongst emergency responders. During this past reporting period, FES-NL participated in six emergency management plan exercises with municipalities

(Conception Bay South, St. John's, and the Isthmus of Avalon), the Western Regional Health Authority and the Canadian Coast Guard.

2012-13 saw FES-NL continue its commitment to help modernize the municipal firefighting fleet through cost-shared funding with eight communities. A total allocation of $1.7 million resulted in FES-NL designating eight firefighting vehicles, including six pumper trucks, one tanker truck and one rescue vehicle to the following communities: Portugal Cove-St. Philips, New-Wes-Valley, Fortune, Summerford, Stephenville, Port-au-Port, St. Bernard's-Jacques Fontaine, and Trinity South Central (Cavendish and Whiteway).

In this reporting period, FES-NL continued to support municipal fire departments in acquiring much needed firefighting and personal protective equipment. $500,000 was allocated among 44 communities to purchase items such as bunker gear, self-contained breathing apparatuses, air cylinders, portable pumps, and others.

Finally in 2012-13, FES-NL continued its strong partnerships with its federal, provincial and territorial (FPT) counterparts and provincial and territorial (PT) partners on a variety of issues related to fire protection and emergency management. While objectives of each group may differ, the outcome continued to be one of open communication and sharing of information amongst jurisdictions. Examples of these forums include SOREM - Senior Officials Responsible for Emergency Management (FPT), the Chemical Biological Radiological Nuclear Explosive (CBRNE) Sub-Working Group of SOREM, the Atlantic Hazardous Materials Interoperability Working Group (four Atlantic provinces with Public Safety Canada), Canadian Council of Emergency Measures Organizations (PT), the Canadian Council of Fire Marshals and Fire Commissioners (FPT), the National Fire Protection Association Public Educators Network, Canadian Fire Service Education, Training and Certification Council (CFSETCC), and Deputy Ministers Responsible for Emergency Management. In addition, FES-NL continued to participate as a signatory to the International Emergency Management Assistance Compact as a member of the International Emergency Management Group (IEMG). As of November, 2012, FES-NL's Director of Emergency Services assumed the role of Co-chair for IEMG. The Co-chairs of IEMG are shared by a Canadian jurisdiction and an American jurisdiction. The IEMG is tasked with coordination of inter-provincial and international response to any emergencies that may occur in the Eastern Canadian provinces and New England states for which assistance is requested.

Highlights and Accomplishments

In this reporting period, FES-NL provided an annual operating grant to the Newfoundland and Labrador Association of Fire Services (NLAFS) in the amount of $41,000 and an additional $60,000 to support NLAFS's Learn Not to Burn Program. The Learn Not to Burn Program is a fire prevention initiative that teaches primary school-aged children how to prevent and escape a fire safely. NLAFS staffs a position solely designated to advancing this initiative throughout Newfoundland and Labrador. The provision of these funds supports the communications and public education effort of the Provincial Government which is consistent with the strategic direction of improving emergency preparedness.

FES-NL provided compensation to municipalities whose fire and emergency services responded to incidents outside their municipal boundaries. In 2012-13, local municipal fire departments responded to 67 incidents, with FES-NL reimbursing these fire departments to a total cost of $23,875.00.

This past year represented the first full year of operations for a FES-NL staff person on the ground in Labrador on a full-time basis. The Fire and Emergency Services Officer (FESO) is positioned in Happy Valley-Goose Bay and has a blended role that combines roles and responsibilities of both fire protection services and emergency services. During 2012-13, the FESO continued to focus his efforts on visiting communities throughout Labrador to build working relationships with first responders, local government organizations, and community fire departments. These efforts continued to help move forward the emergency planning agenda throughout the region, consistent with the Provincial Government's strategic direction of improved emergency preparedness, and resulted in nine new updated community emergency management plans and one regional emergency management plan which includes a total of five communities. Additionally, all municipal fire department assessments were completed and results provided to the associated local government. In addition, the FESO offered five emergency management courses in Labrador with a total of 71 participants, augmenting emergency response capacity on the ground. Furthermore, the FESO was instrumental in the coordination of provincial response efforts involved in the evacuations of the communities of North West River and Sheshatshiu due to the forest fires in June 2012.

Additionally, FES-NL staff on the west coast met with officials at the College of the North Atlantic, Stephenville Campus and the Safety and Emergency Response Training (SERT) Centre, Marine Institute to discuss ways to work together to enhance emergency preparedness in the province. The FES-NL staff person in Western Newfoundland also became the provincial lead, working with Incident Command Systems (ICS) Canada to identify qualified instructors and bring the ICS curriculum to Newfoundland and Labrador.

In March 2013, Fogo Island, which is located on the Northeast Coast of Newfoundland, experienced a significant ice jam that effectively cut off ferry services for residents. Fogo was inaccessible for an extended period of time and essential supplies were unable to be delivered. Low cloud cover and thick fog in the days following the ice-jam exacerbated the situation and prevented fixed wing aircraft and helicopters from operating. As a result, the Fogo Island Health Centre instituted its emergency management plan and

subsequently reached out to FES-NL to help coordinate the delivery of essential items to the health centre from the mainland. FES-NL worked with emergency response partners, such as the Canadian Coast Guard, to ensure the delivery of vital supplies. The quick response of the agency was specifically noted during a debriefing by the Regional Health Emergency Management Coordinator for Central Health; this is proof emergency planning works.

FES-NL continued to bring closure to outstanding claims under the Disaster Financial Assistance Arrangements (DFAA) program with the Federal Government. In 2012-13, FES-NL prepared all required documentation and requested final audit from the Federal Government for Storm Surge 2007, Daniel's Harbour Landslides 2007, West Coast Flood 2003, and Stephenville Flood 2005. Of these claims, FES-NL has received final payment on West Coast Flood 2003, Daniel's Harbour Landslide 2007, and Storm Surge 2007, resulting in final payments of $5,734,707, $223,990, and, $1,620,015 respectively. Additionally, the agency received final payment for Tropical Storm Chantal 2007 of $11,073,932. The significant headway achieved this year in collecting outstanding federal revenue as a result of adverse events in Newfoundland and Labrador has resulted in just three remaining DFAA claims with the Federal Government; Stephenville Flood 2005, Gambo 2008, and Hurricane Igor 2010. Lastly, the Newfoundland and Labrador Disaster Financial Assistance Policy (NL-DFAP) was approved by the Provincial Government this past year and is directly related to the comprehensive planning component of the Provincial Government's improved emergency preparedness strategic direction. The NL-DFAP, which mirrors the federal DFAA program, is designed to maximize revenue received by the Federal Government when the Provincial Government authorizes a financial assistance program as a result of an adverse event that results in wide scale loss and damages.

FES-NL is an organization that recognizes the value of maintaining a strong learning and development culture. As an organization focused on ensuring an appropriate level of training in emergency preparedness and fire protection for everyone, it is imperative that staff continue to advance their own learning and development opportunities. During this reporting period, FES-NL staff continued to build on their knowledge and skills. For example, one Regional Emergency Management and Planning Officer enrolled in and commenced the emergency management diploma program through the Northern Alberta Institute of Technology in Edmonton, and another completed the Project Management Essentials course through the Center for Learning and Development. The Disaster Financial Assistance team (three staff) completed Basic Emergency Management and Emergency Operations Centre Management. Furthermore, the Fire Protection Services staff continued to maintain and enhance their certification in various professional standards and one staff person completed a three-day continuing education course through Dalhousie University entitled Fire Protection in Buildings. Lastly, three of FES-NL's senior management team attended the Institute of Public Administration of Canada (IPAC) Conference held in St. John's in August of 2012.

FES-NL is accredited by the International Fire Service Accreditation Congress (IFSAC) in 11 program areas. During this reporting period, FES-NL issued 411 gold seals for certification to National Fire Protection Association (NFPA) Professional Qualification Standards. Gold seals are recognized throughout the

firefighting sector as a verified and unique indicator that a specific individual holds a specified professional qualification standard.

In accordance with the *Fire Protection Services Act*, FES-NL revamped its fire protection and detection equipment permitting system this past year into a new licencing program, complete with new policy and an update to the AMANDA system for records management and licence issuance.

Across the province, FES-NL supports nine municipal-based hazardous materials response teams; these teams are located in Gander, Marystown, Port aux Basques, St. Anthony, Labrador City, Clarenville, Conception Bay South, Grand Falls-Windsor, and Corner Brook. FES-NL has its own hazmat unit located in Deer Lake which is used for both response and training purposes. Last year, FES-NL provided training to the St. Anthony regional team to complete the Hazmat Technician Level training. As well, Hazmat Awareness and Operations Level training was delivered in Clarenville, Marystown and Gander. FES-NL and/or these teams responded to a variety of hazmat incidents in the past year, but none requiring a technical level response from the regional response teams. These incidents included but are not limited to: an ammonia leak at the arena in Happy Valley-Goose Bay in August 2012; a sodium hydroxide spill from a tanker truck off the Trans-Canada Highway in the area of Corner Brook/Little Rapids in January 2013; and response to reports of gasoline vapours in homes erupting from the sewer system in Peterview in March 2013. In total, FES-NL provided $24,000 to support these hazardous materials response teams in maintaining their equipment and training for hazardous materials incidents.

FES-NL supports a network of trained Fire and Emergency Services Instructors (FESIs) from local fire departments who deliver a wide range of courses throughout the province. It is important to note that these individuals are not FES-NL staff, but this network was developed and is supported by the agency. Last year, the FESI group taught 57courses with 702 participants from 223 fire departments, totaling 858 instructor hours.

Lastly, FES-NL is pleased to report that it worked in cooperation with the Marine Institute SERT Centre to offer the Fire Service Instructor Level 1 (FSI1) course to a wider audience of firefighters and emergency responders through its Stephenville Campus. FSI1 is based on NFPA 1041 standard for fire service instructor professional qualifications and aims to provide the candidate with the skills necessary to deliver quality prepared lesson plans. A second course, Fire Officer Level 1 (FO1), has also been added to the SERT center's curriculum and is based on NFPA 1021 Standard for Fire Officer Professional Qualifications. FO1 identifies the performance requirements necessary to perform the duties of a first line supervisor. This course introduces the student to the basic concepts of management and supervision – an integral component of a well-managed fire department.

Report on Performance

ISSUE ONE: FIRE PROTECTION SERVICES

The fire protection services system in Newfoundland and Labrador includes approximately 280 municipal fire departments located across the province. These fire departments include career fire departments, volunteer fire departments, and composite fire departments (combination of paid and volunteer firefighting force). Regardless of the type, all fire departments in the province are owned and operated by their respective municipalities while FES-NL remains a source of advice for those fire departments on organizational, technical or tactical issues. FES-NL also has the responsibility to legislate and regulate the provision of fire protection services in the province, and sets and develops training standards or adopts national standards to ensure consistent application.

Over the past several years, significant investments have been made to support the volunteer fire service. For example, Budget 2012 maintained $1.7 million in annual funding for firefighting infrastructure in addition to a $500,000 annual investment in firefighting equipment; building on strong investments from Budgets 2010 and 2011. Additionally FES-NL delivered two fire and emergency services training schools last year, one in the spring in Marystown and one in the fall in Gander. FES-NL remains keenly aware that funding and training alone will not sustain the current fire protection services system throughout the province. The focus of the agency in this reporting period was to reflect and take stock of the state of the current fire protection services delivery system and begin to move towards modernizing and rationalizing the delivery of these services throughout Newfoundland and Labrador. This is directly related to the Provincial Government's strategic direction of improved emergency preparedness for all citizens and communities in Newfoundland and Labrador. The need to assess municipal fire protection services continues, paying close attention to both the asset base (firefighting vehicles and equipment) and the training requirements of our volunteer firefighters. This approach assists those communities that own and operate municipal fire protection services to make evidence-based decisions about the type of fire protection services it can provide, and assists FES-NL in evaluating and revising the current training model for fire protection services so that collectively we can influence the likelihood of enhanced fire protection services for our province's citizens.

GOAL ONE: **By March 31, 2014, FES-NL will have supported local communities in their ability to provide enhanced fire protection services by providing information and recommendations to support evidence-based decision making.**

OBJECTIVE: By March 31, 2013, FES-NL will have provided recommendations to additional communities and enhanced training delivery

MEASURE: Recommendations provided to additional communities and training delivery enhanced

INDICATOR	ACTUAL RESULT
More municipal fire protection services assessments are completed and analyzed	In 2012-13, FES-NL had met its target and completed and analyzed 80 per cent of the 297 volunteer fire department's fire protection services assessments.
Recommendations from the municipal fire protection services assessments are provided to the communities	The results of 175 completed municipal fire protection services assessments were shared with the municipality that owns and operates the respective fire department. The analysis on the remaining completed assessments continues and will be shared with the respective municipalities once completed.
Fire services training model is reviewed with stakeholder input	FES-NL partially achieved this indicator. A process to garner stakeholder input in a review of FES-NL's fire services training model was developed inclusive of a series of roundtable discussions. While these discussions were slated to occur in March 2013, due to scheduling conflicts and other work priorities, these sessions were postponed until the first quarter of 2013-14. FES-NL anticipates this indicator will be completed at that time.
Online e-learning opportunities are expanded, and regional training is supported	FES-NL is pleased to report that it worked in cooperation with the Marine Institute SERT Centre to offer the Fire Service Instructor Level 1 (FSI1) course to a wider audience of firefighters and emergency responders through the Marine Institute's Distance and On-Line Learning Center. FSI1 is based on NFPA 1041 Standard for fire service instructor professional qualifications and aims to provide the candidate with the skills necessary to deliver quality prepared lesson plans. A second course, Fire Officer Level 1 (FO1), has also been added to the SERT center's curriculum and is based on NFPA 1021 Standard for Fire Officer Professional Qualifications. FO1 identifies the performance requirements necessary to perform the duties of a first line supervisor. This course introduces the student to the basic concepts of management and supervision – an integral component of a well-managed fire department. Both these courses are online e-learning offerings.

FES-NL is also committed to the development and delivery of local regional training programs to meet the needs of volunteer firefighters through a network of regional trainers. During this reporting period FES-NL financially supported the delivery of 20 two-day training programs throughout the province. These regionally delivered programs involved 971 hours of training, with 859 firefighters participating from 264 fire departments.

In an effort to support the Provincial Hazardous Materials Response initiative, 73 hours of technician level training was offered in St. Anthony with eight firefighters while 105 hours of Awareness and Operational level training was offered to 108 firefighters. FES-NL also supported both police agencies by providing 70 hours of fire investigator training to 18 fire investigators.

OBJECTIVE:

By March 31, 2014, FES-NL will have further enhanced training delivery and provided recommendations to government and remaining communities regarding delivery of fire protection services.

MEASURE:

Enhanced training delivery and recommendations regarding delivery of fire protection services are provided to government and remaining communities.

INDICATORS FOR 2013-14:

- Stakeholder input from the fire services training model review are evaluated and changes implemented where possible
- The remaining municipal fire protection services assessments are completed and analyzed
- Recommendations from the remaining municipal fire protection services assessments are provided to the communities
- A comprehensive review of all testing instruments and training/certification policies associated with the reaccreditation and accreditation process of the International Fire Service Association Congress (IFSAC) is completed so that FES-NL maintains its accredited status

ISSUE TWO: EMERGENCY MANAGEMENT

FES-NL has embarked upon an aggressive emergency management planning agenda which is reflective of the Provincial Government's strategic direction for emergency preparedness, specifically the commitment to assist with comprehensive planning. This past year, FES-NL developed and implemented the Provincial Emergency Management Plan (PEMP) and made progress on the Province's Business Continuity Plan (BCP). FES-NL remained actively engaged with many communities across the province and continued to provide assistance to these communities to develop their own emergency management plans or to join together and create a regional emergency management plan ahead of the May 2012 *Emergency Services Act* deadline. As well, much time and effort remained focused on the development and delivery of various emergency management training opportunities, both at a local level and at bi-annual fire and emergency services training schools. All these activities continue to help build capacity of individuals, communities, emergency management partners, and governments so that they are better positioned and better prepared when an emergency occurs. FES-NL believes that enhancing emergency management capacity is about giving the right tools and where-with-all to act in all kinds of emergencies; this work encompasses a wide variety of emergency management planning activities and provides opportunities for emergency management training.

GOAL TWO: **By March 31, 2014, FES-NL will have enhanced the emergency management capacities of partners, communities and governments.**

OBJECTIVE: By March 31, 2013, FES-NL will have further advanced emergency planning activities and evaluated training.

MEASURE: Emergency planning activities further advanced and training evaluated

INDICATOR	RESULTS
Those communities without emergency management plans are encouraged to develop either a local emergency management plan or join a regional emergency management plan so as to become compliant with the *Emergency Services Act*	FES-NL continued to collaborate with municipalities on the development of local and/or regional Emergency Management Plans. As described in the *Emergency Services Act*, the term municipality includes cities, towns, local service districts and Inuit communities. By March 31, 2013, of the 454 municipalities, 371 municipalities had either completed or initiated the emergency management planning process; this represents an increase of 15 additional communities in this reporting period. This included voluntary regional emergency management planning activities among multiple municipalities in a geographic region. This represented 96 per cent of the population had either an approved emergency management plan or one that was in the process of being completed. In addition, 9 regional plans were approved, encompassing 43 municipalities.

An emergency management plan exercise program to guide and support the exercising of local and regional emergency management plans is developed	This indicator has been partially met. FES-NL commenced planning for a new training approach in exercise design for the municipal sector in this province but was unable to complete this work due to staff turnover; this work will continue in 2013-14. Additionally, FES-NL has encouraged and supported local governments in the development and conduct of tabletop exercises and participated in six exercises undertaken by municipalities or other emergency management stakeholder organizations.
An internal review of emergency management training materials is conducted	This indicator has been met. This past year, FES-NL has reviewed three of its emergency management courses – Basic Emergency Management (BEM); Emergency Operations Centre Management (EOCM); and Public Information Officer (PIO). Of these courses, two were updated to reflect current practice, and teaching aids such as maps and exercise scenarios were revised; the remaining course revisions will be finalized this upcoming year. As noted above, the Exercise Design training course materials and delivery methods are also under review. In addition to reviewing course offerings in this reporting period, it should be noted that FES-NL delivered 29 courses to 528 participants throughout Newfoundland and Labrador during this reporting period.
A Business Continuity Planning training workshop is developed and delivery initiated for government employees	This indicator has been partially achieved. FES-NL developed a business continuity planning training workshop this reporting period; however, delivery of the workshop for Provincial Government employees has been deferred until fiscal year 2013-14. This decision was taken so that FES-NL could conduct a joint BCP/PEMP "table top exercise" (exercise which is designed to test the theoretical ability of a group to respond to a situation) to validate the existing BCP and PEMP. It was felt that the BCP training workshop would be better suited following this table top exercise. The table top exercise was conducted in February 2013 with 23 departments/agencies participating.

OBJECTIVE:

By March 31, 2014, FES-NL will have further enhanced planning and training activities.

MEASURE:

Planning and training activities further enhanced

INDICATORS FOR 2013-14:

- A modified emergency management planning template is developed to assist smaller communities to become compliant with the *Emergency Services Act*
- Exercise design training opportunities are identified and offered for the municipal sector
- Exploratory discussions are held with critical infrastructure providers regarding emergency preparedness
- Second generation of the Provincial Emergency Management Plan is completed by October, 2013

Opportunities and Challenges Ahead

Since 2007, FES-NL has been focused on developing and maintaining a modern and robust emergency management system for the Province of Newfoundland and Labrador. The agency has made considerable progress and wants to sustain momentum that will further enhance the development of a strong emergency management system – this is consistent with our 2017 Mission.

One of the primary commitments of the Provincial Government in recent years in respect to fire protection and emergency services has been the development and implementation of a province-wide basic 911 system. Its implementation is an enormous task, with many systematic issues that must be addressed. Much progress has been made in 2012-13. Municipalities, emergency responders, and the general public are eager for this service to be implemented. This was evident at the many presentations and updates provided to key stakeholders in 2012-13, such as the Municipalities Newfoundland and Labrador Symposium and at the Annual General Meeting of the Combined Councils of Labrador. FES-NL is now in the process of compiling a small team that will carry the implementation of the province-wide basic 911 system forward. Further progress is anticipated in the coming months with final implementation occurring by the end of 2014.

FES-NL continues to work with municipalities, local service districts, and unincorporated areas throughout the province to encourage and support the sharing of municipal fire protection services. Many municipal fire departments are experiencing challenges in the recruitment and retention of volunteers, while at the same time having to address the issue of ageing equipment and infrastructure. While the Provincial Government has made great progress in providing financial support to municipalities to purchase new, state-of-the-art fire equipment, the value of current requests for assistance still outnumbers the available funding in any given year. Regionalization and sharing of fire protection services between communities is undoubtedly one of the solutions to these challenges. Moving forward, FES-NL will utilize municipal fire department assessments currently being completed to assess the needs in specific communities and regions throughout the province, and then work with these communities to determine whether the sharing of fire services would be worth pursuing.

Since the *Emergency Services Act* was proclaimed in 2009, FES-NL has worked diligently with municipalities throughout the province to develop emergency management plans that address potential threats and vulnerabilities. Great progress has been made in this regard with approximately 371 municipalities now having had either completed or initiated the emergency management planning process. The next step in bolstering our readiness as a province is exercising these plans, which is an integral piece of being prepared for all types of emergencies and adverse events. Helping communities and emergency management stakeholders validate emergency management plans and understand their roles in an emergency situation will once again continue to be a focus for FES-NL in the future, as we strive to achieve a modern and robust emergency management system throughout Newfoundland and Labrador.

Financial Statements

Expenditures and revenue figures included in this document are based on public information provided in the Report on the Program Expenditures and Revenues of the Consolidated Revenue Fund for Fiscal Year Ended 31 March, 2012 (un-audited). FES-NL is not required to provide audited financial statements.

			Estimates	
		Actual	Ammended	Original
		$	$	$
4.1.01.	**EXECUTIVE SUPPORT**			
	01. Salaries	**638,148**	638,200	595,800
	02. Employee Benefits	**3,168**	6,000	6,000
	03. Transportation and Communications	**20,815**	38,000	50,000
	04. Supplies	**10,197**	14,000	14,000
	05. Professional Services	**-**	150,000	150,000
	06. Purchased Services	**401,634**	408,900	408,900
	07. Property, Furnishings and Equipment	**1,671**	10,600	11,000
	Total: Executive Support	**1,075,633**	1,265,700	123,700
4.1.02	**FIRE SERVICES**			
	01. Salaries	**796,652**	822,600	649,400
	02. Employee Benefits	**6,868**	8,000	8,000
	03. Transportation and Communications	**140,467**	143,200	124,200
	04. Supplies	**74,530**	75,300	72,300
	05. Professional Services	**-**	2,000	2,000
	06. Purchased Services	**244,146**	254,300	254,300
	07. Property, Furnishings and Equipment	**2,001**	2,300	2,300
	09. Allowances and Assistance	**171,150**	190,000	190,000
	10. Grants and Subsidies	**600,780**	626,500	626,500
	Total: Fire Services	**2,036,594**	2,124,200	1,929,000
4.1.03	**EMERGENCY SERVICES**			
	01. Salaries	**343,965**	344,000	403,600
	02. Employee Benefits	**552**	2,000	200
	03. Transportation and Communications	**121,178**	136,000	146,000
	04. Supplies	**34,432**	48,500	48,500
	05. Professional Services	**-**	19,400	19,400
	06. Purchased Services	**34,253**	40,400	40,400
	07. Property, Furnishings and Equipment	**9,536**	10,000	10,000
		543,916	600,300	669,900
	02. Revenue - Provincial	**(1,025)**	(1,500)	(1,500)
	Total: Emergency Services	**542,891**	589,800	668,400

	Total: Joint Emergency Preparedness Projects	**53,520**	-	-
4.1.05	DISASTER ASSISTANCE			
	01. Salaries	**281,071**	350,000	350,000
	03. Transportation and Communications	**3,084**	5,000	-
	04. Supplies	**1,958**	5,000	-
	05. Professional Services	**621,182**	950,000	-
	06. Purchased Services	**3,202,757**	3,700,000	-
	10. Grants and Subsidies	**2,176,146**	5,855,000	10,650,000
		6,286,198	10,865,000	11,000,000
	01. Revenue - Federal	**18,652,644**	(36,046,700)	(36,046,700)
	Total: Disaster Assistance	**12,366,446**	(25,181,700)	(25,046,700)
4.1.06	**FIRE PROTECTION INFRASTRUCTURE**			
	10. Grants and Subsidies	**-**	1,700,000	1,700,000
	02. Revenue - Provincial	**(259,639)**	-	-
	Total: Fire Protection Infrastructure	**(259,639)**	1,700,000	1,700,000
TOTAL: FIRE AND EMERGENCY SERVICES AGENCY		**8,917,447**	19,493,000	(19,513,600)

Contact Information

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